



# USAID | EAST AFRICA

FROM THE AMERICAN PEOPLE

January 25, 2010

**Subject: Synopsis, TIS Program**

Dear Interested Parties,

The U.S. Agency for International Development (USAID) anticipates releasing a solicitation to place a contract award to implement its Transition Initiative Somalia (TIS) program.

The proposed TIS program is in response to the U.S. Government's effort to seek creative and flexible programs to address the needs in Somalia, which is considered one of the highest foreign policy priorities on the African continent. The proposed TIS program will initially be a three-year activity to promote stabilizing influences, i.e. tangible evidence of peace dividends in vulnerable (conflict-prone) communities through the implementation of small activities and grants. A draft of the statement of work is attached to this cover letter.

The successful contractor shall be responsible for all logistics, procurement, personnel, management, and finance aspects of the program. These include, but are not limited to mobilizing rapidly; hiring and training staff; setting up offices; establishing logistics systems to support in-kind procurement; establishing and maintaining security and emergency systems; purchasing office equipment and vehicles; establishing communications and information systems; and developing and maintaining procurement and financial systems.

The prospective contractor must have relevant past performance and experience providing the kinds of services described in this synopsis in one or more countries experiencing political transitions or in post conflict environments.

The solicitation will be announced as an unrestricted (international) competitive tender, open to all technically qualified U.S. based and non-U.S. for-profits firms and non-profit non-governmental organizations (NGOs) with the capacity to perform the requirement.

Interested parties may contact Ms. Amina Fazaldeen at [afazaldeen@usaid.gov](mailto:afazaldeen@usaid.gov) to register to receive directly the final solicitation document via email attachment once it is completed and released. It will also be posted at <http://www.fbo.gov>. The final solicitation should be released to the public by the end of February 2010.

Sincerely,

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Director, Regional Acquisition & Assistance Office

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## **I. PURPOSE**

The objective of this Contract is to provide USAID with a quick response mechanism in support of the Transition Initiative for Somalia (TIS). This new effort responds to the Administration's effort to seek creative and flexible programs to address the needs in Somalia, which is considered one of the highest foreign policy priorities on the continent. TIS will complement and enhance the rest of the USAID Somalia portfolio by supporting the government and people of Somalia by promoting stabilizing influences, i.e. tangible evidence of peace dividends in vulnerable (conflict-prone) communities through the implementation of small activities and grants.

The Contractor will provide and support, through offices in Kenya and Somalia, a management team that will award, implement, monitor, and evaluate Grants under Contract; will procure and distribute in-kind resources; will conduct rolling assessments of the political situation, country context, program objectives, and monitoring and evaluation approach; and will maintain and use the USAID TIS Activity Database. The Contractor will also provide short-term technical assistance, training, and direct distribution of goods and services. Grants under contract will be primarily in-kind. Program activities will be incrementally funded over a multi-year period, subject to availability of funds.

The contractor will coordinate closely with other TIS implementing partners, including, but not limited to the International Organization for Migration (IOM). TIS is designed to respond quickly to changing events on the ground in Somalia and will require great flexibility in implementation.

## **II. BACKGROUND**

In 2010 observers mark 19 years of conflict which has taken a toll on present and future generations of Somalis, who have grown up in a war-torn society without the benefits of regular schooling, and the fundamental benefits of peace and security. The protracted conflict in Somalia has resulted in one of the worst failed states in the world. This conflict, which has been fueled recently by the influx of terrorist organizations from outside of Somalia, is increasingly spreading beyond the borders of the country and is negatively affecting the stability of neighboring countries. Somali pirates are taking advantage of the lack of governance and are directly targeting commercial ships, creating terror on the high seas. Furthermore, economic crisis and drought in Somalia is contributing to the instability. These factors have resulted in increased international concern for humanitarian conditions, restricted access to vulnerable populations and security implications with far-reaching impacts. These factors have for years negatively impacted the Somali people and their livelihoods, resulting in on-going population displacement, acute and growing malnutrition, and the onset of extreme socio-economic and security phenomena such as the growing problem of piracy and militant extremism in the area. Beyond the ongoing humanitarian effort, there is increasingly a need to respond on a more direct basis, by engaging with government and international partners to reinforce a reliable system of government service-delivery, and improve the basic community and livelihood conditions of affected Somalis.

The creation of Somalia's Transitional Federal Government (TFG) was heralded with much optimism and hope that the creation of the country's first functioning government since 1991 would be crucial to improving prospects for peace as well as socio-economic conditions for all Somalis. The arrival of the TFG was followed by a few weeks of relative calm in the capital, and was accompanied by payment of some key civil servant salaries, in particular for soldiers and police. But in the aftermath of the election, Somalia has increasingly faced the violent threat of

extremist groups in a fight for power and ideology, resulting in diminished control, and a cessation of any government services, particularly in south and central Somalia.

In order to support the return of stability and adequate government service delivery, it is required to improve the technical capacity of regional governance institutions to take control over state and administrative matters including service delivery to its citizens in areas from financial management, to critical social services such as access to health and education, to basic community facilities and toward a prioritized response to community needs. As an essential complement to improvements in government service delivery, it is also important to support local communities with access to livelihoods, income-generation and basic community infrastructure to ease hardship and encourage an increasingly productive role in governance issues.

### **III. OBJECTIVES**

The overall objective of the program is to promote stability by: (a) Increasing the technical capacity of the TFG and other relevant government and non-governmental entities supporting the peace process through short-term and long-term technical assistance and on-the-job training from off-shore experts, with a focus on members of the Somali Diaspora; (b) Supporting local government and communities, and increasing cash availability at the community level through the implementation of community-driven, basic infrastructure improvement projects; and (c) Supporting employment-creation, income-generation and vocational training initiatives provided through local government offices, agencies, private sector, and NGOs.

Overall, this program will serve as a catalyst for stability in Somalia by first encouraging greater engagement between communities and government, while also strengthening government capacity with the aim of improving government response to community needs. USAID, through the implementing partners, will work towards this end by increasing the involvement of community members in determining priority needs at the community/local level and creating opportunities for improved government to community engagement and collaboration.

The TIS will address, jointly, the critical components of government service delivery and community priorities as a basis for improving governance capacities, addressing priority community needs, and promoting stabilization of conflict-affected communities. The program will ensure implementation in a flexible manner, achieving access at the community level first in the more stable areas, while addressing technical capacity needs through the Diaspora.

Geographic focus of the Contractor will be determined in coordination with and at the direction of USAID, taking into account other TIS implementing partners (including IOM), and the political context.

The TIS will include, but not be limited to three interrelated components:

1. Capacity-building to the central government and priority institutions;
2. Light infrastructure development;
3. Livelihood, income generation and job creation

#### **IV. USAID PRESENCE AND DECISION MAKING**

The COTR conducts political analysis and provides day-to-day consultation with and direction to the implementation of the program in close collaboration with appropriate USAID and other USG offices. This integrated approach is important for dealing with the stress of rapidly implementing a complex and politically delicate program in an uncertain environment while maintaining programmatic flexibility. Regular re-examination of programmatic goals and objectives, roles and responsibilities, lines of communication, policies and procedures at scheduled strategic planning/team building events provides a formal process for strengthening team skills and program focus.

The COTR will determine the types or range of organizations or grantees that will be assisted and will base these decisions on United States foreign policy interests. The Contractor assists potential grantees with grant design and development. Therefore, in close consultation with the COTR these activities are jointly designed by grantees and Contractor staff. In addition, Contractor field personnel will meet on a regular basis with USAID staff to share ideas about grant design, development, and implementation, and receive needed approvals per communication protocols that will be put in place at the beginning of the program.

The Contractor is prohibited from taking technical direction or tasks from any person or sources other than the cognizant Contracting Officer (CO) or his/her designated Contracting Officer's Technical Representative (COTR).

#### **V. PERSONNEL**

After an award is made, the TIS Program Manager, in consultation with the COTR, will advise on the selection of program staff (not identified by name in the original proposal) and may participate in the interview and selection of these staff throughout the program due to the close relationship between USAID and the Contractor. During start-up and during the life of the program, the Contractor is encouraged to liaise closely with the COTR and TIS PROGRAM MANAGER about possible alternative distributions of SOW responsibilities among the indicated staff positions, or to suggest alternative positions that may be better suited to the environment. Changes to titles may also be proposed. Some positions are designated as key personnel in accordance with ADS 302. The Contractor shall hire sufficient numbers of each non-key personnel position to meet overall program goals, but within program budget limitations. The people operating an in-kind grants program are major determinants of whether the program succeeds or fails. It is important that the Contractor take into consideration that the keys to success for an in-kind grant program are systems, management, and logistical/procurement operations. USAID is looking for an appropriate balance between the number of personnel dedicated to the project (especially grants, procurement, financial, and technical specialists), the ratio of program to operational costs, and the need to expand or activate options as needed.

## **1. Key Personnel (requiring COTR concurrence and CO approval)**

### **Chief of Party (CoP) – (non-Host Country National\*)**

For TIS, the Chief of Party (CoP) will meet responsibilities more traditionally associated with a Chief Operating Officer than with a standard contractor Chief of Party. This derives from the fact that the USAID-Contractor relationship encompasses a significant operational role for TIS in program decision-making processes. The nature of the TIS program and the operational partnership demands strong leadership, program and organizational management and communication skills, as well as sound political analysis abilities.

**Responsibilities:** The Chief of Party is responsible for making key decisions and solving problems in short time frames while ensuring operational and program integrity. While overall program direction is provided by the COTR in close consultation with the TIS Program Manager, the COP is responsible for management, oversight, and reporting of Contractor's implementation, progress and quality of performance in meeting the small grant undertakings in this program. The COP serves as the Contractor's designated person for overall management of the Contractor's relationship with USAID. In close consultation with the TIS Program Manager the COP is responsible for providing oversight of grant activities, including supervision of the program staff, ensuring appropriate grant design, ensuring that procedures are established and complied with for grant development, grant worthiness, grant implementation, management, monitoring, evaluation, and grant closing. The Chief of Party supervises the Operations Manager who is responsible for all operations (administration, logistics, procurement, budgeting, financial, and database oversight). The Chief of Party must be able to travel to Somalia, security permitting.

**Qualifications:** The COP must have at least five years relevant work experience in

- with a contractor or international NGO managing an office or program;
- supervising complex and challenging field operations in closed societies, conflict environments, fragile or transitional countries, and/or war-torn societies; experience working on Somalia is a plus;
- designing, awarding, and managing grants, preferably in-kind and small grants;
- Demonstrated experience and knowledge in establishing systems and overseeing program start-up under limited time constraints as well as program close-out;
- hiring and supervising of host country local personnel and ensuring, when need arises, that they secure necessary training required to meet program needs;
- Financial management, including budgeting; financial management (tracking, reporting and accounting); and procurement;
- with activity design, development, and implementation; and
- being a team player, willing to work closely and under the direction of USAID.

**\* *The Host Country is Somalia***

### **Operations Manager (Host Country National, Third Country National, or U.S. Expatriate)**

**Responsibilities:** The Operations Manager will be responsible for all operations including administration, logistics, procurement, budgeting, financial, property, and database oversight. The Operations Manager will ensure that program implementation is in accordance with USAID regulations and procedures and the specifications determined in the Contract. This will include monitoring grantee worthiness, ensuring that all procurement processes are perceived as transparent by beneficiary communities, assuring fair and transparent procurement processes, review of financial management, and monitoring grant implementation. S/he will assure that the most reasonable, fair, expeditious, and appropriate procurement choices were made pursuant to the Contractor Procurement Guide. S/he will supervise the Contractor's day-to-day field presence in the areas of operations (including the project's facilities such as office space, equipment and project vehicles), administration, logistics, procurement, budgeting and financial accounting. S/he will supervise the daily financial operations of the contract, which include cash flow management, time sheet recording, reporting to USAID on the financial aspects of the project, and daily monitoring of obligations, budgets, and expenditures. S/he will also ensure continuous liquidity for the project; handle all human resource issues; supervise the day-to-day implementation of all grants made under the program; and investigate and identify new ways of achieving project efficiencies. S/he will also ensure that the relevant staff use, maintain, and upload weekly the TIS Activity Database, and that data is consistent and complete. The Operations Manager must be willing and able to travel to Somalia, security permitting.

**Qualifications:** Relevant experience working on donor-funded projects in a related role and with some demonstrated supervisory experience. It is strongly preferred that the candidate have experience with grants or small grants under contract programs and has prior work experience in security challenged environments. The candidate should be fluent in the Contractor's and USAID's policies and procedures in regards to financial management, financial reporting, procurement processes/systems, and grants management. .

Previous experience working in East Africa and on rapid transition programs in insecure environments and/or closed societies is desirable.

*(“East Africa” is defined as the countries of Sudan, Eritrea, Ethiopia, Somalia, Djibouti, Central African Republic, Congo, DRC, Rwanda, Uganda, Burundi, Kenya, and Tanzania.)*

## **Other Positions (non-key):**

### **Information Officer (Non-Host Country National)**

**Responsibilities:** The Information Officer's primary functions are to lead the program's information and communication efforts, and overseeing the Contractor's overall monitoring and evaluation efforts in close coordination with USAID. In high-profile, high-pressure environments, USAID's reputation for quick response leads to expectations for quick results reporting. The USAID TIS Activity Database provides the means to meet USAID's needs and to exceed the Agency's and State Department's expectations in terms of reporting. The Information Officer will utilize the information in the USAID TIS Activity Database and information from monitoring and evaluation reports to compile appropriate reporting on program status and impact, including success stories, press releases, monthly reports, quarterly reports, and ad hoc reports on how the program responds to particular issues. The Information Officer will coordinate quality control of the USAID TIS Activity Database with the Operations Manager through regular audits of the database to ensure data quality, accuracy, consistency and completeness. The Information Officer shall ensure weekly database submissions to USAID. The Information Officer must ensure that the database complies with USAID's database standards and is customized for the country program and is politically relevant. This person works with the USAID COTR, Contractor staff, evaluators, grantees and others to ensure that the database is updated on a weekly basis and has useful information for grant management. The Information Officer ensures timely data collection and reporting per the program's approved Monitoring and Evaluation Plan. The Information Officer must be able to travel to Somalia.

**Qualifications:** The Information Officer will have a minimum of three years of demonstrated experience in related work, such as monitoring, evaluation, analysis, and/or reporting of program implementation and results. S/he must be familiar with Microsoft Office, have native-level writing skills in English, and have experience in writing reports on short deadlines. The Information Officer must understand and be able to analyze national, regional, and local politics. Experience in political journalism, political analysis, and grant writing/review will be advantageous.

### **Program Development Officers (Host Country Nationals or Third Country Nationals)**

**Responsibilities:** Program Development Officers (PDOs) in the TIS program will identify potential grantees, develop, design, monitor, and evaluate grant activities. It is particularly important that the PDOs identify potential grants and grantees that are appropriate to respond to the current political transition as reflected in the TIS goal and objectives. The PDOs complete the grant description, background, justification, and implementation fields in the USAID TIS Activity Database and coordinate with Contractor procurement and grants management staff on grant activity implementation. The PDOs share responsibility for monitoring and evaluation with other grant staff, and they may also provide grant management/implementation assistance to grantees. These positions may require extensive travel throughout Somalia. The Contractor will hire sufficient numbers of PDOs to meet overall program requirements.

**Qualifications:** The PDOs must have a minimum of three years of experience with project design, development, management, and monitoring and evaluation of development-type (rather than humanitarian assistance) projects. They should be familiar with or have considerable experience in community participation-type projects or those that are political in focus. They should be hands-on and able to work closely with all types of grantees. The PDOs must have the capacity to understand and analyze national, regional, and local Somali politics, and the creativity

and analytical capacity to design grants that relate to current political events and within the framework of the TIS program goal and objectives. Functional native fluency in Somalia is required, and general professional fluency in English is highly desirable.

**Senior Grants Officer (Host Country National, Third Country National, or U.S. Expatriate)**

Responsibilities: Advises and assists in the design, development, and oversight of the Contractor's grants management policies, procedures and practices. S/he will provides policy guidance and interpretation for program staff as well as grantees. Analyzes and evaluates grant applications, proposals, and awards to ensure adherence to grants management policies. Ensures proper negotiation of the terms and conditions for grants and views and analyzes budget estimates for allowability, allocability, reasonableness, and consistency.

Qualifications: Must have at least three years experience in USAID grants design and administration, management and oversight. Minimum of a Bachelor's degree is required but may be substituted with educational or experience equivalent. S/he must have a working knowledgeable of USAID contract and grants management policies and procedures.

**Procurement Manager (Host Country National, Third Country National, or U.S. Expatriate)**

Responsibilities: Manages and procures in-kind support for all grants. S/he will determine the most reasonable, fair, and expeditious procurement alternative for each grant. S/he will work with local, regional, and international vendors and service providers to procure commodities and services, inspect/accept goods, verify services and monitor the use of the goods and services. The Procurement Manager will maintain the contractor's commodity management system and will supervise Contractor Procurement Specialists.

Qualifications: The Procurement Manager must have five years of procurement experience in Kenya. Knowledge of USAID procurement procedures is highly desired. S/he must have demonstrated the ability to solve difficult procurement problems and issues in the USAID contractual context. S/he must be familiar with commodity management tracking systems.

**The contractor shall propose additional personnel necessary to carry out grant development, issuance, assistance delivery, monitoring and evaluation and all associated operational support to ensure a successful program.**